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INCREASING VALUE-BASED COMPANY POTENTIAL: THE GROUNDS OF A FULL-SCALE ASSESSMENT

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Abstract. The present study is a comprehensive evaluation of a business enterprise, with the objective of assisting its management in identifying and addressing the consequences of organisational difficulties, including the formation and distribution of the economic fund created as a result of the prevention of incurred losses. The subject of this assessment is the decision-making methodology, which serves as the basis for drawing conclusions about the states of the process and includes elements for training personnel involved in the implementation of the new version of the system. The objective of methodological foundations is to facilitate the timely identification of potential vulnerabilities that could lead to future losses in sustainability. From an organisational perspective, the conditions that facilitate the implementation of unproductive proposals are being circumvented. The object under discussion is a standardised, unique management tool developed for the purpose of assessing the operational states of an organisation. The objective of this study is to develop a procedure for identifying effective methods to enhance organisational performance, while preventing unauthorised disruption to the control system. The full-scale assessment is performed through three conceptual transitions. The first of these transitions is from the initial application points to the subsequent anomaly capability principles. Finally, the standard clauses are reached. The standard provides a detailed, step-by-step account of the organisation's status. A significant element of the investigation is the provision of decision-making based on objective ratios. In order to form objective conclusions regarding the state of the organisation, recommendations are made to recover the loss of value, taking into account the localisation of the places that lead to inefficiencies. The novelty of the study lies in the development of a comprehensive document containing instructions for experts on implementing measures aimed at improving performance by eliminating the shortcomings of the original version of the real control system. The existence of the standard allows for a well-founded conclusion to be drawn regarding the organisation's performance through a combination of cost indicators designed to meet conditionally specified standards and dimensionless indicators of process capability that belong to the category of objectively defined standards. This combination permits the unlocking of the organisation's growth potential in a novel environment through the synchronisation of performance standards and efficiency metrics. Consequently, the organisation is safeguarded from implementing ineffectual changes that could result in a reduction in efficiency.

Keywords: emergence, capability, performance, synergy, effectiveness, maintenance, capacity.

JEL Classification: H11, D24

1. Introduction

The value of this study lies in its capacity to facilitate the timely detection of subtle signals that may potentially lead to a loss of stability in the future. The confirmation of their authenticity, conducted with the aid of bespoke tools, enables the organisation to circumvent any potential disruption to its activities. The adaptation of controls to the constant influence of the external environment as part of a unified diagnostic system enables the elimination of the conditions that would otherwise allow ineffective proposals to be introduced. The analysis of the consequences is commensurate with the amount of savings obtained by preventing unreasonable losses, which forms the basis

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for the creation of a motivation fund for long-term development. Once it has been established that the organisation is in a state of unproductivity, measures are implemented with the objective of restoring the lost stability. The diminished capacity to respond effectively to external challenges, shaped by a tendency to default to established decision-making routines, stands in opposition to the pursuit of efficacious strategies to enhance the process. Traditional methods of implementing change reduce operational effectiveness. Standard reports on the status of the organisation do not meet the requirements for improving overall performance. The selective nature of assessments carried out by different parts of the organisation, based on different business information, creates uncertainty in the selection of proposals for process improvement. In this regard, the issue that this study seeks to address can be formulated as follows: "It is impossible to ensure effective organisational change in the absence of unique means for assessing operational states." In light of the aforementioned issue, the objective of this study is to examine a management tool that has been developed at the standard level. The objective of compliance with the provisions of the standard, which is aimed at identifying genuine signals of instability, is to reconcile external improvements and internal enhancements. This coordination is based on the assumption that, at a specific point in the life cycle of an organisation, it is necessary to employ unique means of assessing the operational state of the enterprise.

The objective of this study is to develop a procedure that ensures the identification of reasonable ways to enhance the organisation while preventing unauthorised hacking of the management system. In accordance with this goal, the following tasks were defined:

– To formulate rules for the use of performance measurement tools unique to the enterprise.
– To develop a procedure for a full-scale assessment of the company's operational capability, which is carried out throughout its life cycle.
– To test the procedure on the basis of an existing enterprise.
– To determine the effectiveness of the developed procedure in the context of current changes.

In light of the aforementioned tasks, a set of recommendations has been formulated for the utilisation of performance control mechanisms in each particular case. The modifications made at the management tool level serve to enhance the quality of reliable diagnoses and facilitate the accumulation of experience in aiding the enterprise to emerge from an unstable state.

The practical value of the study lies in the fact that the full scope of the assessment is achieved through three important transitions: from rules to application points, from points to principles of anomaly capability, and from principles to standard provisions. Based on the standard, a step-by-step detailing of the organisation's state is carried out. Consequently, objective conclusions regarding the status of the organisation are established, accompanied by the formulation of targeted recommendations aimed at restoring diminished value. This is achieved by considering the specific locations that contribute to reduced efficiency.

2. Theoretical Background Review

This section identifies the mechanisms that are unable to validate the contribution of new proposals during the process of improving the enterprise. The timely modification of these mechanisms prevents the organisation from implementing changes that could result in a loss of performance capacity (Jones, 1994). This is achieved through a meticulous selection of pioneering proposals (Lee et al., 2009; Grozdić, 2023), which are based on distinctive assessment instruments (de Weck, 2022). These tools guarantee that a comprehensive, phase-specific assessment is conducted (Nayani, 2022; Rosset, 2024). In terms of comprehensiveness, it is essential that the management of the enterprise has access to an effective assessment tool that can provide objective and timely conclusions about the state of the enterprise (David, 2015). In terms of the comprehensiveness of the evaluation, it is established that deliberate coordination requires a well-reasoned conclusion based on Unique Assessment Tools (UAT). The advantage of such a tool over standard tools is that UAT represents the most valuable type of intangible asset, which is the hardest to replicate (Andriessen, 2004; Christensen, 2006; Aulet, 2017). Concurrently, conventional business valuation methodologies are comprehensively documented (Copeland & Dolgoff, 2005; Bierman & Schmid, 2006; Brigham et al., 2013; Trompenaars & Coebergh, 2015). It is essential to consider two crucial factors when developing UAT. Firstly, the adaptation of standard assessment methods necessitates constant monitoring and improvement (Wessndorf, 2021). Secondly, changes in the external environment occur at a faster rate than changes in the evaluation algorithms within the organisation (Gangi et al., 2020).

The utilisation of standard evaluation mechanisms in practice does not yield reliable conclusions (Chen et al., 2013). Furthermore, the veracity of the findings is called into question, which subsequently results in losses for the organisation (Hubbard, 2010; Turtle & Wang, 2017). A study of performance evaluation tools conducted during this work has demonstrated that enterprises which develop carefully structured programmes for transforming evaluation activities with ambitious objectives achieve the most optimal evaluation results (Fahey & Narayanan,

1986; Couplend et al., 1995; Glaser, 2001; Ismail et al., 2014; David, 2015; Jones, 2018; Giaquinto & Bortoluzzo, 2020). The issue under consideration is the compatibility of improvements related to methodological changes (Lalouxt, 2016), implemented at both the level of functional tasks (Osterwalder et al., 2014) and system management tools (Kossiakoff et al., 2011), including the assessment tools themselves (Lee & Finnerty, 2000). The solution is the establishment of a UAT, which serves as the foundation for ensuring consistency of purpose throughout the organisation's lifecycle.

The loss of stability can be attributed to the inconsistency of the goal (Reichheld, 2006; Luca et al., 2017; Deming, 2018; El-Haddadeh et al., 2021). The development and subsequent support of the UAT necessitates a foundational knowledge base (Neave, 1990; Barnes, 2012; Andreini, 2021) upon which a comprehensive assessment is conducted. A synthesis of several definitions (Seropian, 2003; Aizzi et al., 2014; Singh et al., 2015; Fu et al., 2019; Guthi et al., 2022; Primadasa et al., 2024) reveals that a comprehensive performance assessment is a control tool that entails the acquisition of indicators pertaining to the completeness, reliability, and correctness of the initial data preparation and their consistent transformation into expert opinions. Consequently, a contemporary evaluation instrument functions as a managerial instrument, enabling the determination of the organisational capacity.

The management tool is a system comprising a set of interrelated evaluation mechanisms that ensure a comprehensive evaluation cycle. In the diagnosis of technical systems, experts are guided by the technical regulations outlined with consideration for the phases of performance capacity monitoring (Kossiakoff et al., 2011; de Weck et al., 2011). The phases of a full-scale assessment represent specific points in time, predetermined in the sequence of individual stages throughout the complete life cycle assessment of organisational changes from a capacity perspective. The organisational capacity of an organisation is contingent upon the system's capacity to effectively navigate instability (Neave, 1990; Genovese et al., 2017; Zhang et al., 2018; Djakons et al., 2021; Peshawaria, 2024).

The capacity of the system to replicate the control process in the context of continuous changes in external circumstances serves to confirm the ability to manage (Martin et al., 2022; Meng & Yang, 2023). In Deming's view, capability is characterised by the ability to define the natural limits of a process without recourse to tolerances (Neave, 1990). Furthermore, the capability index is a dimensionless indicator that is employed to ascertain whether stable processes are capable of meeting technical tolerances (Taguchi, 1993).

In cases where the issue of managing instability is addressed, a well established UAT is required. Capability is viewed from the perspective of the expert's skill, allowing them to prevent the spread of false knowledge by using a system of objectively defined standards. This is achieved through a comprehensive assessment of the current position, before and after identifying the location of disruptions in the organisation's stable functioning. In terms of completeness, instability management is built on the principles of creating a sustainable organisation (Neave, 1990; Mintzberg, 2009; Weiss, 2014; Tench et al., 2018; van Tulder & van Mil, 2023).

The presence of principles guarantees that management is adequately prepared to draw reliable conclusions about the organisation's true state during a full-scale evaluation (Diaz & Baumgartner, 2024). The authenticity of these conclusions is confirmed by the thoroughness of the full evaluation: from the identification of obstacles to the achievement of the objectives set, to the drawing of conclusions about operability. The process of dealing with instability is considered within the framework of evaluation activities carried out in a specific temporal sequence of phases, stages and steps – a sequence that is consistent across all types of activities. In practice, it has been demonstrated that only effective full-scale evaluation systems include UATs (David, 2015; Trompenaars & Coebergh, 2015; Aulet, 2017; Li et al., 2023). Such a description provides an essential basis for the advancement of UAT. However, it has a significant drawback: "The specific diagnostic tools that should be applied at each phase of the assessment are still unknown." A comprehensive evaluation is conducted in a systematic sequence, progressing from one stage to the next. This sequence is as follows: from signalling to shaping, then to positioning, and finally to diagnosis (Kelly, 2013; Emstsen & Nazr, 2020). The effectiveness of a full-scale assessment is determined by three key factors:

1) The results of the previous stage are the starting point for the next stage.
2) In the event of a negative result at any stage, it is not possible to proceed to the next stage.
3) The evaluation is based on parameters calculated within a system of objectively defined standards.

In accordance with the conditions set forth, the development of the UAT must be conducted using "Sensemaking" technology (Woodside, 2001; Weick, 2010; Gilliam & Rockwell, 2018; Närvänen et al., 2019; Langley & Reple, 2023). As a result, the UAT provides access to the link between process standards and activity measures. This access has significant implications as the assessment of the organisation's performance generates recommendations to senior management on the range of changes in key business indicators, including the discount rate and capitalisation ratio.

3. Research Methodology

The assessment is based on readiness monitoring algorithms that allow the organisation to draw reliable conclusions about its state. In this context, the determination of the organisation's operational readiness aims to provide recommendations for exiting an unsustainable state (Pflaeging, 2014; Baldassarre et al., 2017). The capacity to exit is contingent upon an identified contradiction: as the requirements of the external environment exceed the capabilities of the evaluation industry, the continuous maintenance of the assessment toolkit is imperative for the generation of reliable solutions (de Weck, 2022; Dinh et al., 2024). During this process, a transition occurs from a fragmented assessment to a comprehensive and in-depth diagnosis of the organisation (Bontis, 2002; Levitt, 2009; Damodaran, 2018; Amit & Zott, 2020). The problem highlighted can be summarised as follows: "It is not possible to make objective recommendations for improving the organisation without implementing unique assessment tools." The objective of a comprehensive evaluation is to ascertain the extent to which a system is complete. This concept is pertinent to a system designed to assess the operational fitness of an organisation, developed using algorithms to evaluate its condition at a specific point in time (Djakons & Kopitov, 2022; Alatefi et al., 2023; Qureshi et al., 2024). In terms of comprehensiveness, the subject of assessment is reflected in the configuration of each element of the assessment system, which employs uniform algorithms for the reproduction of a sustainable process (Perakis & Xekalaki, 2012; Arcidiacono & Nuzzi, 2017; Meng & Yang, 2023).

The purpose of this consistent disclosure is to develop a procedure that ensures the precise definition of states. In accordance with the aforementioned objective, four tasks have been devised. Firstly, the content of the approach to developing a unique assessment tool must be disclosed. Secondly, the various phases of the life cycle of a full-scale assessment should be delineated. Thirdly, the stages of the life cycle of a full-scale assessment must be examined. Fourthly, it is imperative that sensemaking technology be employed in the creation of the diagnostic toolkit (Zeb & Rashid, 2016; Cristofaro, 2022). In practical terms, it has been demonstrated that algorithms designed to assess organisational health can identify the weak links that hinder an organisation's ability to maintain a sustainable state (Cummings & Worley, 2019; Kwilinski & Kardas, 2024). These tasks are accomplished through four phases of a comprehensive assessment. From a scientific standpoint, the developed tools facilitate the assessment of the organisation within a framework of reasonably specified standards that include clearly defined ranges (Djakons et al., 2021). A breach of these boundaries is associated with the implementation of corrective measures designed to restore stability. Furthermore, the management team has the ability to modify the limits of key business indicators when necessary. The following sections will address each of the aforementioned tasks in turn. This section will delineate the research methods, which are divided into four stages.

Step No. 1: An Approach to Developing a Unique Assessment Tool

With such a tool, the user of the tool should be able to answer the question: "Is the company operational on the current date or not?"

In addition to answering this primary question, the use of an effective evaluation tool will assist management in identifying organisational difficulties and addressing their consequences (Fahey & Narayanan, 1986; Jones, 1991; Couplend et al., 1995; Reichheld & Teal, 1996; Glaser, 2001; Collins, 2009; Kopitov, 2013; Bertoni et al., 2016; Gilliam & Rockwell, 2018; Wijngaarde, 2021). It is important to consider that the results of eradication efforts should be measured against the magnitude of losses incurred (Hall, 1992; Doyle, 2000; Mahama, 2006; Dawson, 2014; Lyn et al., 2019; Ouambo et al., 2021). In the context of loss prevention, an analysis is conducted with the objective of assessing the benefits derived from the neutralisation of losses. Consequently, the formation of an accumulation fund is contingent upon the prevention of incurred losses. From the perspective of sound resource allocation, this fund is used to coordinate and motivate the participants involved in its formation. Summarising the application of traditional assessment methods (Lev, 2001; Bierman & Schmid, 2006; Brigham et al., 2013; Trompenaars & Coebergh, 2015; Lewis, 2023), five main shortcomings have been identified. Table 1 provides information on the shortcomings of traditional evaluation.

The analysis demonstrated that the introduction of each new technological iteration of the assessment not only engenders alterations in the control system but also necessitates a shift in the strategic orientation of the organisation (Kaplan & Norton, 2001; Dess et al., 2003; Hung & Tsai, 2017; Wang & Dyball, 2019; Eber & Hurth, 2022). Such modifications result in the temporary removal of the detrimental effects of the external environment. Nevertheless, in the majority of instances, the enterprise fails to emerge from an unstable state. A failure to recognise an extended period of instability in the future may result in significant financial losses.

The rationale behind the frequent alterations in goal-setting is the utilisation of Standard Assessment Tools (SAT). It is also important to note that SAT incorporates standard decision-making techniques that are of a general advisory nature and do not bear any liability for inaccurate recommendations

Table 1
Disadvantages of using traditional assessment methods

№	Disadvantage	Suggested improvements
1	Lack of a comprehensive approach that complements internal analysis and external synthesis.	The potential impact of performance on the external environment is taken into account.
2	There is a controversial assumption that business is not naturally inclined to co-operate.	Transition from the closed system management paradigm to the open system maintenance paradigm.
3	Emphasis is placed on the external environment, downplaying the role of internal resources that form the company's assets.	The results obtained are compared on the basis of the superposition principle, and the generalisation is made taking into account the influence of side effects.
4	Companies that operate outside the industry and market, as well as companies that pose a significant threat if they have similar core competencies and different capabilities, are not taken into account.	The focus on the comparability of the potential outcomes of ongoing projects is a fundamental basis for testing the economic viability of specific financial solutions for short-term and quick-return projects.
5	It does not take into account that strengthening existing competences and creating new ones can allow a company to become competitive beyond its existing markets.	It is necessary to abandon the old principles of attitude to evaluation and expertise and adopt innovative models of value creation, taking into account the interests of all organisational stakeholders.

Note: the table was created by the authors based on the assessment of the performers during the projection of the period

(Ramírez-García et al., 2024). It is important to highlight that this is a consequence of the lack of consistency in the strategic direction taken. The assessment of this course is based on the value and range of change, which are determined through the application of one of the established business valuation methods. The variability of the course is resolved at the level of range change. This represents the paradox of the superficial approach to the utilisation of the SAT. To the question, "What is needed to transfer enterprises to a working state?" the following answer is given: "It is necessary to change the range of the main indicator." The interpretation of the listed authors (Neave, 1990; Jones, 1994; Lai, 1997; Campbell & Luchs, 1998; Möller & Törrönen, 2003; Teerikangas et al., 2011; Ismail et al., 2014; Holtström & Anderson, 2021; Klemmer, 2024) demonstrates that ensuring the constancy of a pre-reasoned goal results in a reduced outcome that aligns with the synergistic rule 2/98. The essence of the rule is explained in the following statement: "Two percent of the assets contribute ninety-eight percent of the value." In practice, the implementation of rule 2/98 is carried out with the assistance of UAT, which belongs to a distinct category of intangible assets that cannot be replicated (Hamel, 2000; Andriessen & Tissen, 2000; Matolcsy & Wyatt, 2006; Fonseka et al., 2012; Ocak & Fındık, 2019; Robinson et al., 2024).

Table 2 presents the primary findings of the study, elucidating the core functions that define the valuation activities within the domain of financial and analytical consulting, such as UAT.

The disclosure of the content of the evaluation functions enabled the delineation of particular, as opposed to merely efficacious, measures for conducting an effective evaluation. The specificity of such measures is achieved at the level of a special programme, which is developed with consideration of the distinctive nature of supporting a specific enterprise.

Indeed, the paradox of the superficial approach lies in the underestimation of the significance of utilising UAT.

Step No. 2: Life Cycle Phases of a Full-Scale Assessment

As demonstrated in the preceding section, the level of completion of the assessment is contingent upon the issuance of an objective diagnosis of the organisation's position. This diagnosis is formed using objectively specified standards and described in terms of established performance limits. From the perspective of assessment completion, there are no definitive recommendations regarding the optimal timing for completion. In the process of analysing the UAT design tools, an important condition (1) is identified.

The level of completeness of the UAT depends on the availability of algorithms for determining the organisation's capability at a particular point in time, which characterises the full-scale assessment stage. (1)

It is the primary objective of any manager interested in the objectivity of the diagnoses issued to ascertain the point in time at which this will occur.

Summing up the definitions made, condition (2) is formed.

The capability of the management process determines the points in time at which it is necessary to determine the readiness of the organisation to recover from an unstable state. (2)

The condition serves as the fundamental basis for the production of UAT. In conclusion, UAT is intended to facilitate financial and analytical maintenance for an organisation (Adjoul et al., 2020; Mosca et al., 2021; Divya et al., 2022; Fares, 2024). With regard to condition (1), the management process is founded

Table 2

Overview analysis of theoretical provisions of valuation activities in the field of financial and analytical consulting

№	Function	Description	The actions of the function
1	Facilitating the change process	It is a change management tool. It forms a structure for perceiving the future and a tool for identifying new opportunities.	1. Objective assessment of the results of current activities. 2. Assessment of the reproducibility of process stability. 3. Evaluation of shareholder value creation. 4. Loyalty analysis.
2	Encouraging managers to formulate "precise" questions	It forces to formulate and seek answers to the questions that determine success and failure. Ensuring the right response to unexpected events.	1. Estimation of parameters at the stage of data preparation. 2. Evaluation of errors in the customer's analysis. 3. Assessment in the analysis of competitors. 4. Research of consumer needs. 5. Identification of competitive advantages.
3	Motivation and control	Creating long-term value for shareholders. Building relationships with business stakeholders based on the company's ability to meet their needs.	1. Creation of shareholder value. 2. Selection of potential development options. 3. Development of value propositions. 4. Evaluation of the effectiveness of the proposals. 5. Implementation of the proposals.
4	Opposition to accounting traditions	Do not focus on expenses and monthly budgets.	1. Assessment of long-term prospects. 2. Search for long-term competitive advantages. 3. Potential methodology. 4. Identification of value creation levers. 5. Methodology for measuring loyalty.

Note: the table was created by the authors, as the grounds was obtained from consulting companies activity

upon algorithms that ascertain the organisational capacity through a comprehensive assessment.

Completion of the full assessment cycle in the context of condition (2), which is formed by determining the organisation's readiness to recover from an unstable state, is determined by four phases:

– The signalling phase, which results in a constructed data collection subsystem used to determine the state of readiness of the UAT user for assessment.

– The information phase, which results in the introduction of a targeting system, i.e., checking the causes of instability, including the identification of signs of enterprise instability.

– The positioning phase, which results in an assessment of the built system at the level of "tolerance – compliance" with the established norms and measures taken and determining the need for either their further correction or "launching" a new project, i.e., revising the ranges of norms and measures.

– The confirmation phase, which results in determining the organisation's position in terms of determining its health status.

The four phases collectively constitute a comprehensive assessment system. The designation of the phases in the cycle of a full-scale assessment activity necessitates an examination of the stages of the life cycle.

Step No. 3: Stages in the Life Cycle of a Full-Scale Assessment

Step No. 3 illustrates that evaluation phases should be situated within the designated stages of the full-scale evaluation life cycle. In practice, it has been demonstrated that only performance-based full-scale evaluation systems have UAT (David, 2015; Trompenaars & Coebergh, 2015; Aulet, 2017; Ran et al., 2019; Awan et al., 2020; Thusi, 2023). The UAT designed to manage the instability includes five stages of assessment:

– Relevance.
– Trials.
– Functioning.
– Improvement.
– Maintenance.

The Relevance stage examines the large-scale circumstances that negatively influence the behaviour of the organisation's managers. It also collects data on how to prevent the consequences of these influences, which forms the basis for identifying the requirements for the organisation to act aggressively against hostile environmental influences.

The Trials stage involves debugging algorithms for exiting an unstable state. These algorithms are used to ensure that management can be informed in good time of the consequences of entering an unstable state.

The Functioning stage is designed to examine situations that allow the control system to be improved. Facts are gathered that provide a basis for improving the management process.

The Improvement stage is intended to prepare a new version of the system. Its composition is determined on the basis of a careful selection of improvement requests, including innovative proposals.

In the Maintenance stage, strategic decisions are made, including changes to the ranges of diagnosed parameters.

A significant element of the life cycle of UAT production is the points of transition from one stage to another. These points are exemplified by the evaluation phases, as outlined in Step No. 2. Four phases should be distinguished as part of the completed UAT cycle:
– Alarms;
– informing;
– positioning;
– confirmation.

The use of UAT is intended to organise and support the activities of an organisation with a focus on goal-oriented aspects of management. The stated purpose essentially requires the completion of four phases of mandatory assessment. Figure 1 shows a generalised scheme of a four-phase assessment as part of the life cycle of the organisation's performance diagnostics. If the organisation is found to be in a dysfunctional state, the assessor has every reason to conclude that it is uncontrollable.

The evaluation phases, distributed across the stages of the UAT life cycle, are considered at the level of a general description. While the objective of each phase is clear, the methodology for achieving the desired result remains undetermined. The diagnostic toolkit for each of the four assessment phases is also uncertain. To illustrate, the informing phase necessitates the formulation of algorithms for the examination of the factors that precipitate a departure from a steady state. The aforementioned deficiency will be rectified through the utilisation of sensemaking technology (Weick, 2010; Carrington et al., 2019; Cristofaro, 2022).

Step No. 4: Application of "Sensemaking" Technology to Create a Diagnostic Toolkit for Evaluation Phases

In consideration of Sensemaking technology, a report on the disparate positions of the enterprise is compiled at each evaluation phase. In sum, the collective output of the evaluation activities serves to define the extent of completion of the UAT cycle. At the same time, according to the Sensemaking technology, two **provisions** must be met at all phases of the assessment:
– A single structure should be defined;
– a metaphor is chosen.

The work demonstrates that a fifteen-node hierarchy of value serves as the initial structure for the reproduction of a sustainable process (Karayev, 2021). The aforementioned hierarchy is constructed on the foundation of a singular methodology comprising fifteen elements. The Initial Value Hierarchy (IVH) comprises fifteen elements, which were distributed accordingly. In this manner, the initial significant rule (3) is established.

The initial structure is represented by a fifteen-node hierarchy of values, the nodes of which are the elements of the methodology. (3)

Table 3 shows the structure of the IVH.

The second provision for the application of Sensemaking technology is represented by the following condition:

"Hologram" is chosen as the initial metaphor. (4)

The metaphor "Hologram" was selected for its aptness in this context. Prior to the provision of functions at levels II, III, and IV, it is essential to ascertain the state of each node at its corresponding level. Similarly, hierarchies must be constructed for nodes P2, P3, P4, P5, P6, P7, and P8. Accordingly, the IVH must be upgraded to level VII. The revised seven-level hierarchy comprises 127 elements. This hierarchy is designated as a Modified Value Hierarchy (MVH).

Table 4 provides a description of the modified structure.

The analysis of the contents of the table serves to address the disadvantage previously identified with

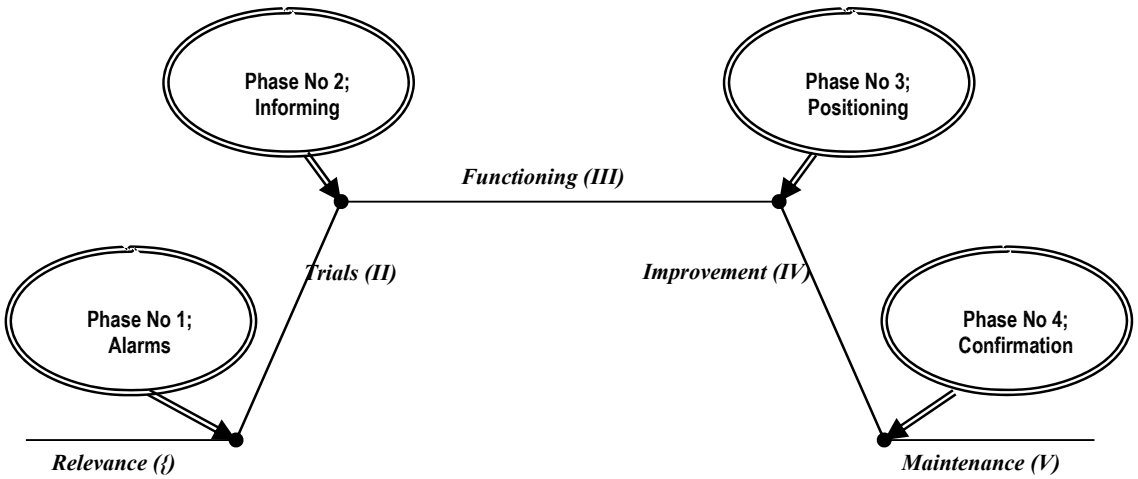

Figure 1. Phases of a full-scale assessment of the enterprise's activities as part of the UAT life cycle

Note: the figure was created by the authors using life cylce process

Table 3
IVH description

Level	Name	Function	Number of knots / nodes	Name of the knot / node	Number of parameters
I	Position	State definition	1	S1	8 - 10
II	Permission	Monitoring compliance with regulations and measures	2	D1, D2	16 - 20
III	Restrictions	Verification of targeting indicators	4	O1, O2, O3, O4	32 - 40
IV	Indicators	Preparation of raw data	8	P1, P2, P3, P4, P5, P6, P7, P8	64 - 80

Note: the table was created by the authors, as the data was taken from the Initial Value Hierarchy analysis

Table 4
MVH description

Level	Name	Function	Number of knots / nodes	Name of the knot / node	Number of parameters
I	Position	Determining the state of the organisation	1	S1	8-10
II	Permission	Monitoring compliance with standards and measures	2	D1, D2	16 - 20
III	Restrictions	Verification of target indicators	4	O1, O2, O3, O4	32 - 40
IV	Indicators	Preparation of raw data for the readiness assessment	8	P1, P2, P3, P4, P5, P6, P7, P8	64 -80
V	Know how	Determination of the correctness of the established standards and measures taken	16	R1, R2, R3, …, R15, P16	128 -160
VI	Traditions	Investigation of constraints in the context of steady-state exit testing	32	T1, T2, T3, …, T31, T32	256 -320
VII	Imperfections	Inputting raw data for indicators	64	N1, N2, N3, …, N63, N64	512 -640

Note: the table was created by the authors, as the data was taken from the Initial Modified Value Hierarchy analysis

regard to the evaluation mechanisms employed as part of the UAT process in each phase. The development of diagnostic algorithms for each assessment phase is now a viable proposition. To illustrate, the algorithmic determination of the user's state of readiness is contingent upon the information provided at levels IV-VII for the signalling phase. The alteration of the boundaries of the ranges of norms and measures is only undertaken once all phases have been completed. Consequently, UAT not only guaranteed the completion of a comprehensive assessment, but also rectified the absence of diagnostic instruments that should be employed at each stage of the assessment. The UAT methodology facilitates the linkage of process norms and performance measures.

4. Research Results Analysis and Discussion

This section focuses on the development of an assessment tool to identify vulnerabilities found outside the organisation. Their timely identification and prevention will allow the organisation to avoid potential losses in the future, thereby reducing the time the organisation is in an unstable state. This is accomplished through the consistent implementation of instructions for the gathering, processing, and examination of business data utilised as part of a unified diagnostic apparatus. With the assistance of these tools, it is possible to draw reasonable conclusions about the state of the organisation. In the event of a loss of capacity, the causes of the violations are identified, and a set of measures is developed to assist the enterprise in exiting an unstable state. As a result, it has been established that the full scope of the assessment characterises the organisation's ability to justify both the magnitude of the additional benefit and the value of the damage avoided. Their relevance is determined by the means used to validate the decisions taken. These tools allow conclusions to be drawn at different intervals. As a result, recommendations are developed to restore the loss of value, as the localisation of places leads to a loss of efficiency. Since change, even in the case of growth, can put the organisation in an unstable state, management must have a way of ensuring that the change does not contradict the organisation's objectives and that there are no obstacles to measuring efficiency.

Consequently, this will permit, from a cost perspective, the measurement of efficiency in the context of introducing a novel and innovative offer based on the model of an existing enterprise. It is a superposition

model where each change contributes to the enterprise's value, which is evaluated during the maintenance stage. In the context of testing, assessment is regarded as a means of addressing the challenges identified during expert activities, which were conducted to ascertain the importance of the core attributes that shape the organisation's strategic positioning. Figure 2 illustrates a block diagram of a phased assessment based on UAT.

The distinctive feature of the comprehensive assessment instrument is its integration of actions tailored to the stages of the value pentagram with the distinctive actions to be undertaken in each valuation phase. The pentagram of value was initially devised by Copeland, Koller and Murrin (Copeland et al., 1995) and subsequently refined by Dolgoff (Copeland & Dolgoff, 2005). This scheme is also referred to as the structural adjustment model. During the process, it is necessary to calculate five cost values, as illustrated in Figure 2.

Table 5 provides details on the tasks to be performed at each stage of restructuring.

A consistent transition is made from the present value to the reconstructed value in order to assess the four states of the enterprise. The data presented in Table 2.4 can be represented in accordance with the UAT life cycle, as illustrated in Figure 1. Subsequently, it is essential to illustrate the evaluation stages within the modified organisational life cycle. The initial stage is to facilitate the transition from the value pentagram to a modified lifecycle UAT (Djakons et al., 2021; Kopitov, 2013). The transition identifies a comprehensive alignment between the stages that define the UAT approach and the pentagram of value, as illustrated in Table 6.

This process allows the creation of a modified UAT life cycle diagram. The modifications pertain to alterations in the nomenclature of the stages of the UAT life cycle, as illustrated in Figure 3. The creation of a flowchart enables the subsequent delineation of the

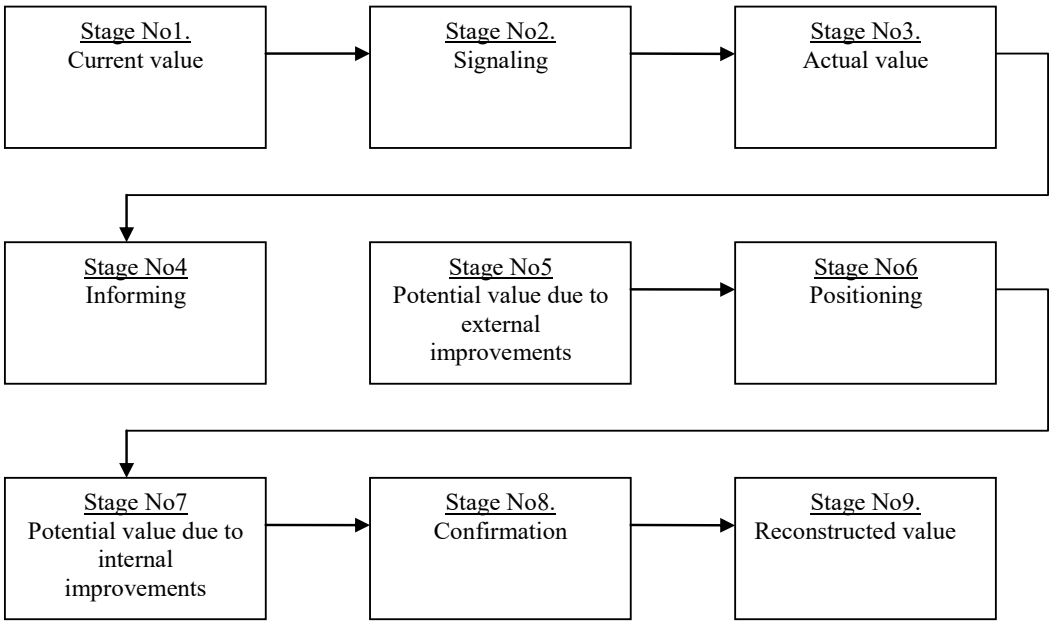

Figure 2. Structural diagram of a full-scale assessment of the enterprise's activities based on UAT
Note: the figure was created by the authors based on UAT assessment

Table 5
Description of the stages of structural adjustment

Stage	Method	Stage content
Current value	Evaluation	Enterprise value by direct capitalization method
Actual value	Business plan	Valuation of a going concern in the medium term
Potential value due to external improvements	Applications for improvements	Adding value through key external class fact Increasing value through key external factors
Potential value due to internal improvements	Suggestions for enhancement	Adding value through key internal class symptoms
Reconstructed value	Recovery	Changes in the capital structure

Note: the table was created by the authors using the grounds of Value Pentagram

Table 6

Correspondence between the stages of restructuring and the stages of the UAT life cycle

Stage UAT	Pentagram stage	Method	Content of the stage
Relevance	Current value	Evaluation	Enterprise value using the direct capitalisation method
Challenges	Actual value	Business plan	Valuation of an operating company in the medium term
Functioning	Potential value due to external improvements	Requests for improvement	Adding value through key external class factors
Improvements	Potential value due to internal improvements	Suggestions for enhancement	Adding value through key internal class factors
Maintenance	Reconstructed value	Recovery	Changes in the capital structure

Note: the figure has been created by the authors according to the accommodate results obtained

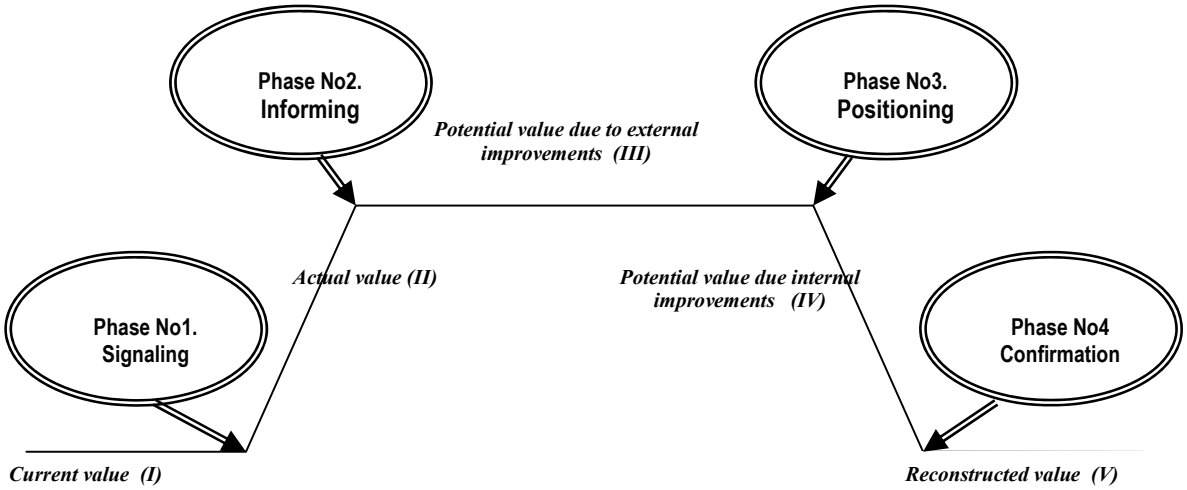

Figure 3. Life cycle of a full-scale UAT-based enterprise assessment

Note: the figure has been created by the authors according to the UAT procedure

particular actions and outcomes to be undertaken at each stage.

Table 7 provides a comprehensive overview of the full-scale assessment procedure. The second column of the table provides a summary of the actions, while the third column presents the indicators, the values of which are employed in the drawing of conclusions.

The nature of the change is contingent upon the values of the listed indicators, and thus also upon the strategic parameters. The actual value is derived by superimposing the investment project model on the going concern model over the medium term, commencing from the base. The study of the actual value is considered in the context of the user's ability to identify subtle signals among the numerous declared parameters. In order to facilitate the detection of a node within the strategic field, a method of calculating its position is employed. The value of the position represents a quantity that is not dependent on any particular units of measurement. In the initial eight stages, the value of the enterprise is not determined. Figure 4 illustrates the result of a calculation that characterises the skill of an expert in analysing the factors and symptoms that affect the actual value.

The results demonstrate that the position is within the stability zone, which characterises the average level of readiness. Awareness of the signals enables the identification of any potential for an unstable state to emerge. Table 8 presents the results of the analysis. Concurrently, in addition to the coordinates of the position and the set of signals (columns 3 and 4), indicators of cost management are determined (column 6).

The enterprise's actual value was determined to be the sum of discounted cash flows, amounting to 40,000 EUR, and the current residual value of 111,000 EUR. The position coordinates were calculated in accordance with the methodology outlined in Figure 4. A comprehensive account is necessary for the calculation of the value. This necessitates the implementation of standardised procedures, with the respective rights of responsibility clearly defined and enshrined. This consolidation will facilitate the detailed examination of the actions undertaken at each

Table 7

Description of the steps in a full-scale assessment procedure based on the UAT

Phase	Actions	Indicators
Current value	Valuation using the direct capitalisation method.	Cash flow, capitalisation ratio, range of values.
Signaling	A total of 640 data collection parameters were employed to ascertain the level of preparedness of the UAT user for the assessment.	Eight indicators are evaluated within the framework of a system of set standards: reproducibility of the sustainable process, average share of critical features, and the length of the route for the distance in the sustainable development zone.
Actual value	Valuation of an operating company in the medium term based on a business plan.	Initial investment, cash flows, discount rate, growth rate, capitalisation rate, range of values.
Informing	Based on the results of the compression of the original data, the causes of instability are checked, including signs of insolvency.	Four indicators are evaluated within the framework of the established standards: reproducibility of the sustainable process, average share of critical attributes, and the length of the course route in the sustainable development zone.
Potential value due to external improvements	Maximisation of value growth due to key external factors within long-term development scenarios (improvement applications).	Initial investment, cash flows, discount rate, growth rate, capitalisation rate, range of values.
Positioning	After the second selection of business information, the relevance of the established norms and consumed measures is monitored, and the need for either their further adjustment or the "launch" of a new project, or revision of the ranges of norms and measures is assessed.	Two indicators are evaluated within the system of established standards: the reproducibility of the sustainable process, the average share of critical attributes, and the length of the course route in the sustainable development zone.
Potential value due to internal improvements	Maximisation of added value through key features of the internal external class within the selected operating scenario (improvement proposals).	Initial investment, cash flow, discount rate, growth rate, capitalisation rate, value spread, value range, spread range.
Confirmation	Assignment of the "capacity" status, which makes it possible to start work.	One indicator is assessed as part of a system of set norms: reproducibility of the sustainable process, average share of critical features, length of the course route in the sustainable development zone.
Reconstructed value	Changing the capital structure in light of the Golden Rule of Economics and the SGR model as part of organisational support management.	Initial investment, cash flows, discount rate, growth rate, capitalisation ratio, cost spread, cost range, spread range, return on equity range.

Note: the table was created by the authors

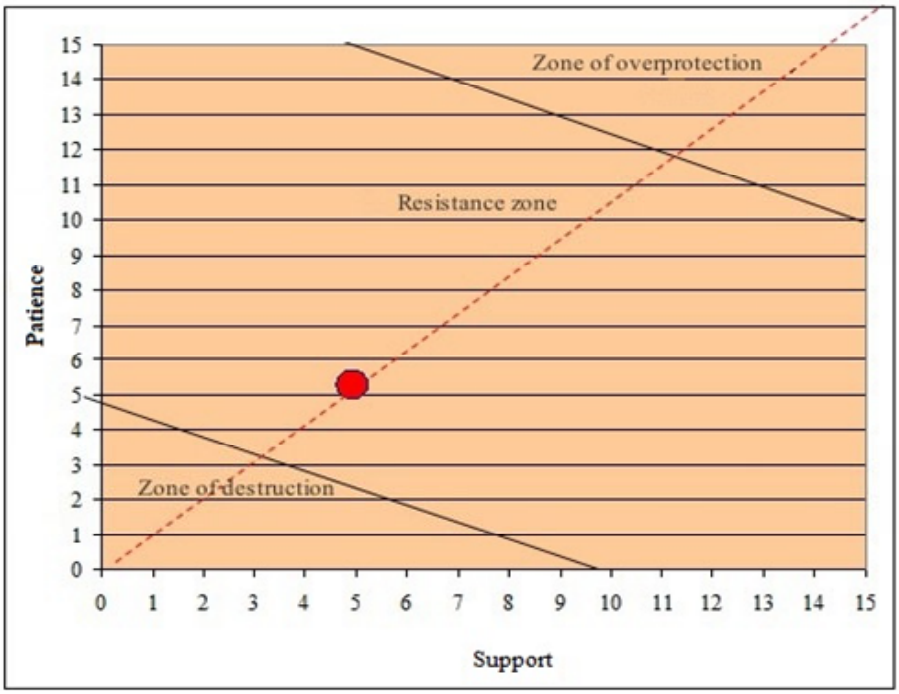

Figure 4. Calculation of the position "Expert readiness to assess the actual value of the enterprise"

Note: the figure was created by the authors as a way to calculate the organisation's position

Table 8

Determining the boundaries of goal-setting elements

Step	Assignment	Position coordinate	Organisational norms	Number of signals	Value, EUR
No. 9 Determination of present value Baseline, taking into account contradictions of unjustified loss of value	Basic, taking into account the contradictions of unjustified losses of value				76 000
No. 10 Determination of the actual cost	The prospect of added value in correcting signals (problems) that disrupt functioning (conclusion)	{5,64; 5.62}	Within norms (0.4%)	18 (7; 11)	151 000
No. 11 Determination of potential value, internal	Search for resources to formulate tasks to identify weaknesses in the organisation				184 000
No. 12 Determination of potential value, external	Establishing value orientation in restored sustainability				191 000

Notes: the table was created by the authors using goal-setting systems

step. A form of step-by-step detail is the enterprise standard. This standard is a normative document that sets out the requirements for the product and methods for assessing the activities of an enterprise operating with the objective of obtaining a quality result that are uniform for a particular enterprise. It is estimated that the enterprise standard contributes to the creation of 53% of the value of intangible assets. The proportion of intangible assets in the value of an enterprise varies considerably, from 55% to 99% (Doyle, 2000). It is important to highlight that the individuals responsible for developing the standard are highly qualified key employees of the enterprise. Such employees constitute the majority of the workforce, responsible for creating over 85% of the enterprise's value (Andriessen & Tissen, 2000). In essence, this standard serves as a tool for enterprise management to oversee operational processes. The conclusion of an expert assessment, which identifies a capacity deficit, serves as the rationale for ceasing business operations.

The provisions set forth by standard represent a series of steps that form the basis for conducting a comprehensive UAT-based assessment. Such instructions are employed by enterprises whose management is interested in acquiring experience in the timely prevention of organisations falling into unstable states on the basis of UAT. The greatest demand for such services is observed in enterprises with a share of intangible assets above 80% (Andriessen & Tissen, 2000; Copeland & Dolgoff, 2005; Ocak & Fındık, 2019).

The standard is approved by the Latvian BPO class enterprise, which provides consulting services in the field of supporting scientific papers and intermediary services in the field of finance (enterprise BY_CL). A comprehensive evaluation of the BY_CL enterprise necessitated the completion of fifteen distinct phases. These steps were undertaken in accordance with the enterprise standard. The initial eight steps are designed to ascertain the preparedness of the UAT user to interpret the evaluation outcomes (for further details, please refer to Figure 4). The following four steps (9-12) delineate the parameters of goal setting, as illustrated in Table 8. Steps 13 and 14 are designed to ascertain whether the user is permitted to undertake an examination in order to issue a conclusion regarding the capacity check (see Table 9).

The final step, No. 15, is concerned with the determination of the state of health capacity. A favourable outcome is indicative of the designation "Sustainable Operation Status". The final outcome is as follows: a status of "Unhealthy" serves as the basis for cessation of activity, necessitating the implementation of specific measures to exit the unstable state. A favourable outcome of the exit indicates that the organisation is capable of being managed effectively. Table 10 presents the aggregated data pertaining to the determination of the reconstructed value.

The calculation of the reconstructed value is determined in a manner analogous to the procedures conducted in steps 13 and 14 (Djakons et al., 2021). Consequently, the potential value, incorporating external enhancements, for BY_CL was determined to be 208,000 EUR. Furthermore, the organisational state and capacity are defined (see Table 11).

The assessment yielded normal results for all parameters (Djakons et al., 2021). The point with coordinates {6.8; 7.25} is indicative of the organisation's sustainable operational status. This allows the reconstructed value of the enterprise to be determined as of the current point in time. The evolution of the

Table 9
Determination of the admission of the user of the UAT to the examination

Step	Assignment	X-Coordinate	Y-Coordinate	Organisational norms	Number of signals	
					Symptoms	Factors
No.13 Establishing standards for the entire process	The focus vector is aimed at revealing the paradox of efficiency					
No.14 Taking measures of full activity	Elimination of fragmentation enables performance measurement					

Note: the table was created by the authors based on the access permission

Table 10
Determining the capacity check of an organisation

Step	Assignment	Coordinate	Organisational norms	Number of signals	Value, EUR
No. 15 Determination of the recoverable amount	Based on the management tool used, the organisation's capacity is confirmed	{6,8; 7.25}	Within the normal range (6%)	21 (10; 11)	208 000

Note: the table was created by the authors, as the aggregated data was taken from the final results

Table 11
Expert opinion on capacity

Point	Abscissa (to 11.25)	Ordinate (to 11.25)	Error (up to 10%)	Average share of critical attributes (up to 40%)	Route (from 5.3 to 15.91)	Reproducibility (from 30% to 100%)	Conclusion
Current value	6,80	7,25	6%	37,37%	9,94	62,8%	All parameters are within norms

Note: the table was created, as the data was taken from the professional opinion

value in question is illustrated in the following diagram (see Figure 5).

Consequently, the implementation of a cost management approach resulted in a 171.8% increase in the value of BY_CL. The developed UAT enables a comprehensive examination of the organisation's activities. Furthermore, the analysis identified potential growth reserves and constraints that could impact the enterprise's long-term viability. In order to evaluate the effectiveness of the investment project, it is necessary to apply the appropriate model (Bierman & Schmid, 2006; Brigham & Ehrhardt, 2013). The methodology employed for the initial determination of the project's complexity was utilised as the basis for subsequent calculations. The revenue component was employed at the expense of the enterprise's savings, which were accumulated in the course of preventing deviations and violations. Table 12 presents the results of the project's effectiveness calculation.

The calculation was carried out at the established discount rate of 15%.

The evaluation period was five years in duration.

Thus, the project is economically viable and efficient.

The value spread is 23.12% (38.23% minus 15.11%), which is an acceptable indicator for this class of projects.

Table 12
Evaluation of the effectiveness of the implementation of the UAT at the enterprise BY_CL

Indicator	Number
Evaluation period, years	5 years
Initial investments, EUR	23000
Payback period, years	2,75
Discount rate (WACC), %	15,11
Net present value, EUR	14000
Internal return rate, %	38,23

Note: the table was created by the authors, as the information was taken from the analysis of main Investment criteria

5. Conclusions

This study resulted in the formulation of seven rules pertaining to the organisation and conduct of a full-scale assessment. In accordance with the aforementioned rules, the content of the assessment was subjected to a comprehensive examination with a view to ascertaining its completeness. The principal focus was on a tool that facilitates assessments across the entire organisation, employing consistent algorithms to yield objective outcomes. A single structure, representing a hierarchy of values, was employed in the development of the algorithms. The hierarchy's nodes represent

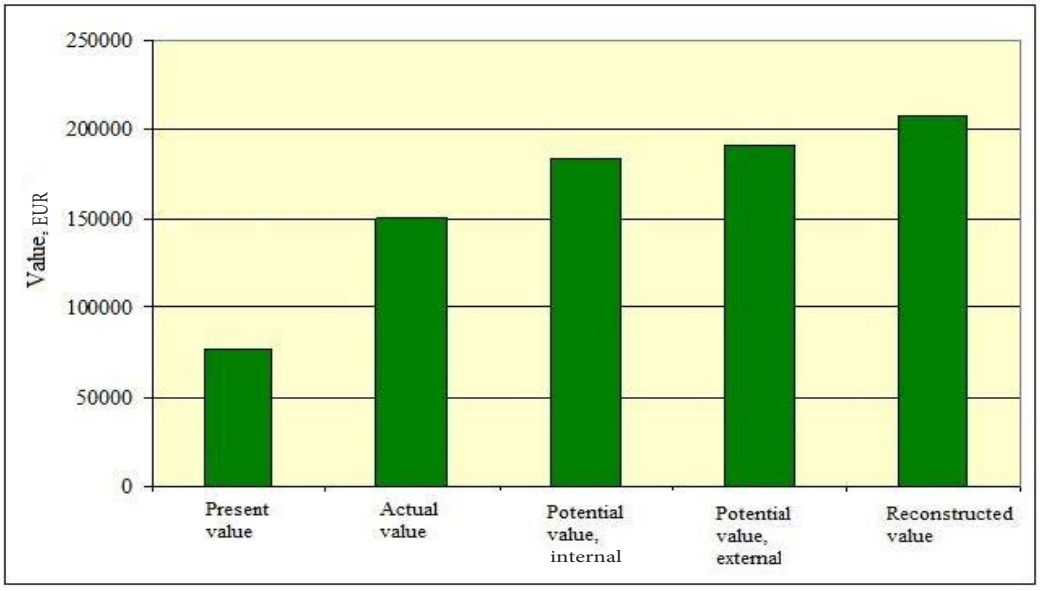

Figure 5. Results of the application of the enterprise standard at BY_CL

Note: figure created by the authors on the basis of business valuation

the elements of the methodology. The determination of position is considered within the context of a system that ensures the reproduction of a sustainable process.

The approach under consideration is marred by a significant shortcoming that is characteristic of standard evaluation schemes. Such schemes are employed in the context of closed evaluation systems. A critical examination of the deficiencies inherent in conventional assessment instruments has identified a fundamental issue pertaining to the incompatibility between external pressures and internal transformations. The pace of change in the market is outstripping the capacity of the industry to adapt. Consequently, the utilisation of assessment instruments proves to be an ineffective approach. In situations of complexity, recommendations for overcoming instability are frequently limited to adjustments in the ranges of key parameters, which can result in a shift in the enterprise's strategic objectives.

In order to maintain consistency of goals, each company needs a unique valuation tool. A study of such tools has shown that the objectivity of valuation recommendations in a rapidly changing environment is closely linked to the readiness of management to conduct a fundamental diagnosis of the company's condition. As a result, the company receives reliable conclusions about its real state.

The fundamental diagnosis is conducted in a strict sequence, with four phases of assessment ensuring comprehensive evaluation. The phases collectively demonstrate the role of each phase within the five-stage life cycle of diagnosing the organisation's performance capacity.

An analysis of the actions undertaken in each phase of the assessment revealed a deficiency. The existing uncertainty had an impact on the diagnostic tools employed in each phase. The methodology employed in the development of these tools was derived from the utilisation of sensemaking technology. In order to apply this technology, it was necessary to expand the original value hierarchy to encompass seven levels. The modified hierarchy facilitated a comprehensive delineation of the algorithms employed in each phase. The implementation of these algorithms is outlined in terms of a system for collecting, processing, and analysing business information. This provides access to a reliable determination of an organisation's performance capacity through conclusions based on a reasonable range of key business indicators, including the discount rate and capitalisation rate.

The study identified eleven key points, which formed the basis of the mission statement for the development of a Unique Assessment Tool (UAT). These points elucidate that any alteration, even in regard to organisational expansion, transiently propels the enterprise into an unstable state. It is therefore essential that the developed tool provides an accurate and timely assessment of the contribution of any change to the goal's effectiveness. Furthermore, it is essential to ascertain the prerequisites that impede the assessment of effectiveness. Consequently, a system has been devised that permits a cost-based assessment of the organisation's overall performance, ultimately demonstrating its operational capacity.

The resolution of the issue pertaining to the determination of the serviceability status necessitated

a shift from the cost value pentagram to the UAT lifecycle model. During this transitionary period, it was determined that the stages were fully aligned. This provides a foundation for a comprehensive evaluation, integrating the conventional actions associated with the stages of the cost value pentagram and the distinctive decisions that must be made in each of the four evaluation phases.

By organising the actions and decisions into a unified system, a systematic approach to the full assessment procedure was established, comprising nine distinct steps. Consequently, a nine-step framework was devised, providing the foundation for the delineation of activities and outcomes at each stage. The definition of key indicators within the context of establishing their ranges of variation is of significant importance. This allows for the justification of adjustments to the limits of strategic parameters, with a focus on securing accountability rights in the form of an enterprise standard.

The comprehensive details of the standard are presented in the form of a fifteen-step action plan, which is utilised for conducting a comprehensive UAT-based assessment. These instructions are applied in BPO-class enterprises where intangible assets constitute a value exceeding 80%.

In the course of the comprehensive evaluation of the enterprise's operations, all stipulations set forth in the standard were met without exception. The step-by-step instructions permitted the gathering and processing of business information across six hundred parameters, thereby enabling the identification of pivotal signals that impede the sustainable operation of the enterprise. Based on these findings, the circumstances that precipitated the organisation's decline were recreated, prospective growth pathways were delineated, and the enterprise was valued at 208,000 EUR. The value increase was found to be 171.2%.

The final section of the study is concerned with the efficacy of the implementation of the standard at the enterprise under review. The project's payback period over a five-year horizon was 2.75 years, taking into account the initial investment of 23,000 EUR and a discount rate of 15%.

The objective of this study is to develop a comprehensive evaluation procedure for enterprises, with the aim of assisting management in identifying and addressing the consequences of organisational difficulties. In particular, the procedure will address the formation and allocation of a savings fund resulting from the prevention of incurred losses.

The practical value of the study lies in the formulation of recommendations that facilitate the recovery of lost functionality as the current set of key variables is examined. This process allows for the identification of weak links in the system and the elimination of their negative impact.

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